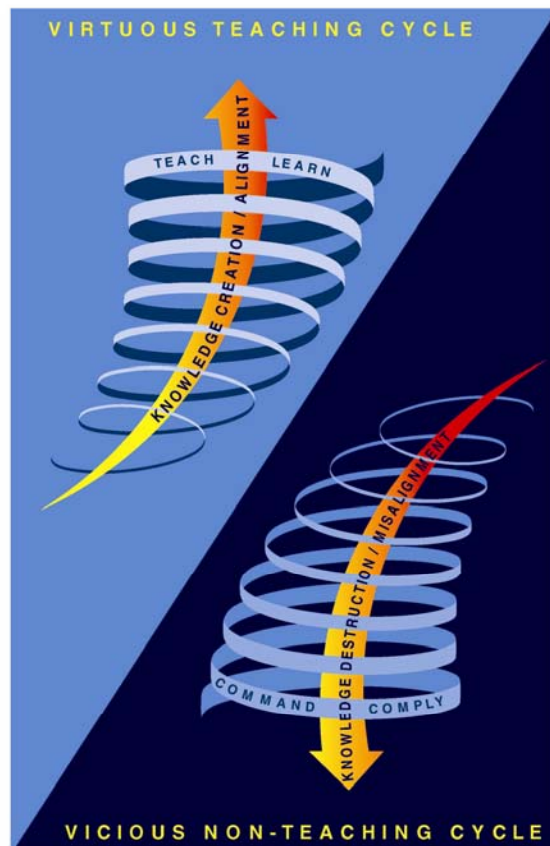


The 2003 Linkage Excellence in Management & Leadership Series

# **Cycle of Leadership: Leader as Teacher**

Featuring Noel Tichy, University of Michigan



Dear Participant:

Welcome to Linkage's 2003 Excellence in Management and Leadership Series. Today's program, Leader as Teacher, features Noel Tichy, author of *The Cycle of Leadership*, co-author of *The Leadership Engine: How winning Companies Build Leaders at Every Level* and co-author with Ram Charan of *Every Business is a Growth Business*. He is a professor of organizational behavior and human resource management as well as the director of the Global Leadership Program at the University of Michigan Business School. This program will draw upon Noel Tichy's 25 years of research and real world application of leadership development at GE, Ford, Shell, Cisco and others.

Specifically, the program will focus on:

- How the best leaders develop future leaders in their organization
- Creating a Teaching Organization in which leaders are learners and teachers.
- Helping leaders develop their own Teachable Point of View™
- Developing Virtuous Teaching Cycles in which people throughout your company become smarter, more energized, and more aligned

Some of the key themes surrounding leadership that Noel Tichy will share with you are:

- Companies with the best leaders win
- The best people to develop leaders are not professors or consultants, but leaders within the business
- Leaders at all levels must have a Teachable Point of View™
- Leaders must be teachers and learn from those they teach

These participant materials have been designed to complement your conversation with Noel Tichy. Use them to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Dr. Tichy via fax, telephone and/or email.

Learning is an activity that requires more than passively watching a speaker. Simply watching today's program will neither instill leadership knowledge or skills, nor result in an immediate change in your organization's culture and strategic positioning.

Learning requires the active engagement of your mind and spirit - the motivation and drive to reflect, apply, practice, and experiment.

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## About Linkage

Linkage, Inc. is a leading provider of leadership and management development training programs, services, and products. More than 100,000 executives and management professionals have attended a Linkage institute, conference, workshop, or corporate education program. Linkage also provides assessment, consulting, and research services to Fortune 500 companies and other leading organizations. Founded in 1988, Linkage is headquartered in Burlington, Massachusetts, with regional offices located in Atlanta, Brussels, London, Minneapolis, and San Francisco. In both 1997 and 1998, Linkage was honored as one of the “Inc. 500 Fastest Growing Private Companies in the United States.”

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**SECTION 1**

**Satellite Program Materials**

## What You Will Learn

During the program, participants will:

- Benchmark their own leadership and their companies' leadership development against world class winners.
- Develop their own Teachable Points of view encompassing:
  - Ideas about the external environment and their company's internal core capabilities.
  - Operational values that will help leaders implement their business ideas.
  - Methods of energizing the work force both one-on-one and with large-scale mechanisms.
  - The ways that tough decisions about people and products are made.
- Create a compelling story about where their organization is going that can engage people at all levels.
- Examine how world-class leaders develop leaders.

## Introduction and Basic Premises

Winning leaders, whether they sit in the chairman's office or run a production line on the factory floor, have a point of view about how to manage and grow their businesses. A leader uses this teachable point of view to create a compelling description of where their company is going and to enlist others' energy to get there. Leaders also use their teachable point of view to teach others to be leaders. Leaders use their teachable points of view everyday. They use them to create dynamic and engaging stories that detail where their company is, where it is going, and how they will get there.

Winning leaders need teachable points of view in four specific areas:

### Ideas

Great companies are built on central ideas. By passing the ideas to others, and teaching others how to develop good ideas, leaders create organizations that are finely tuned toward delivering success.

### Values

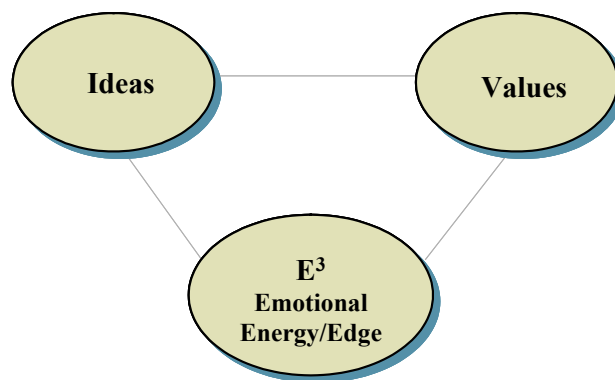
Winning leaders articulate values explicitly and shape values that support business ideas. For example, GE's Jack Welch articulates the value of "boundarylessness" in order to facilitate speed-to-market, the generation of ideas, and the sharing of best practices.

## Edge

Leadership is about making tough yes-no decisions. Winning leaders face reality, and they make decisions about people, products, businesses, customers, and suppliers.

## Energy

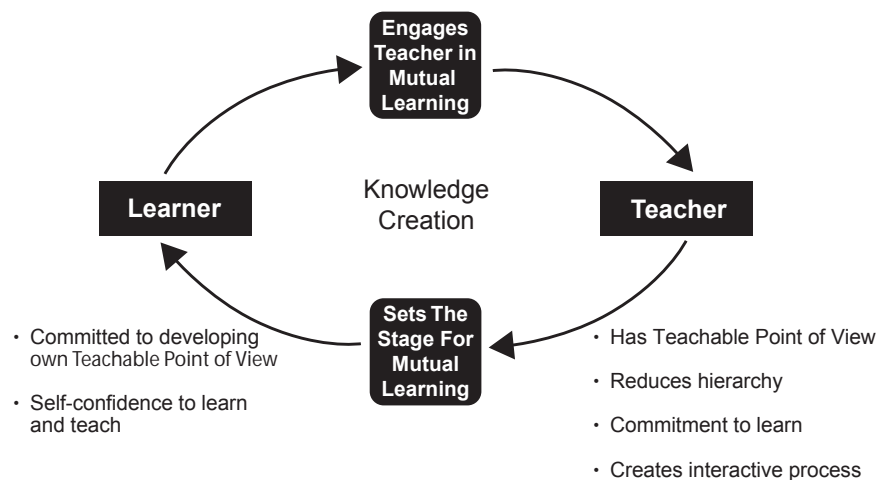
Winning leaders are motivated and they motivate others about change and transition. Leaders energize others when they personally interact with them.



## Teaching Must Be Interactive

One way command and control teaching creates vicious non-teaching cycles. The key DNA in a teaching organization is the Virtuous Teaching Cycle.

### Virtuous Teaching Cycle



**Question-and-Answer Session**

- If you are participating only in the live presentation of this program, complete the fax form, send an e-mail or call in your questions to Noel Tichy using the question sheet on page 28.
- If you are participating in a post-broadcast program, share your questions with your seminar coordinator and your colleagues during that time.

**When the Session Has Concluded**

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs - and we rely on you to help make this happen. Complete your participant evaluation form on page 29 and fax the hard copy or complete the online evaluation form at: [http://www.linkageinc.com/training/satellites/satellite\\_evals.shtml](http://www.linkageinc.com/training/satellites/satellite_evals.shtml)
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended Post-Broadcast Activities that begin on page 25.

**Pre-Broadcast Activities**

Become familiar with Noel Tichy's extraordinary accomplishments by reading his biographical outline on the following page.



### Biography: Noel Tichy

Dr. Noel M. Tichy is a Professor of Organizational Behavior and Human Resource Management at the University of Michigan Business School, where he is the director of the Global Business Partnership which for over a decade ran the Global Leadership Program, a 36-company consortium of Japanese, European and North American companies who partnered to develop senior executives and conduct action research on globalization in China, India, Russia and Brazil. He now heads up the Global Leadership in Healthcare Program working with CEOs and their senior teams from major medical centers in the U.S. along with teams in Europe and India. Professor Tichy also conducts the CYCLE OF LEADERSHIP executive program at the University of Michigan.

Tichy has spent over 25 years both as a clinical practitioner in the field advising CEOs and engaged in leadership development around the world, including having run GE's famed leadership development institute, Crotonville, for Jack Welch in the 1980's. As a leading academic researcher on leadership, one of his former books, *THE LEADERSHIP ENGINE* (written with Eli Cohen), was a *BusinessWeek* book of the year in 1997 and previous to that his best selling GE book *CONTROL YOUR DESTINY OR SOMEONE ELSE WILL* (with Stratford Sherman), is now taught in business school's nationwide.

*THE CYCLE OF LEADERSHIP* builds on Tichy's previous work, but it is also a huge breakthrough on how winning leaders will have to behave in order to win in the 21<sup>st</sup> century. "Winning leaders are teachers, and winning organizations do encourage and reward teaching. But there is more to it than that. Winning organizations are explicitly designed Teaching Organizations, with business processes, organizational structures and day-to-day operating mechanisms all build to promote teaching. More importantly, the teaching that takes place in them is a distinctive kind of teaching," and it is this two-way teaching on which Tichy now focuses.

He argues that, in today's radically transformed information economy, companies must be big, fast, and smart to survive, and leaders who wish to do so as well must create a "virtuous teaching cycle", in which everyone teaches, everyone learns and everyone gets smarter everyday, instead of simply imposing their "teachable point of view" from the top. This is as true for established companies that have begun to ossify, and so need to become faster, as it is for small start ups that need to get bigger, and Tichy explains the respective strategies of "hypertransformation" and "hypergrowth" that each requires using examples from his long experience as an organizational psychologist and a management consultant.

The leaders profiled include Welch and GE's Jeff Immelt, 3M's James McNerney, Dell Computer's Michael Dell, Trilogy Software's Joe Liemandt, PepsiCo's Roger Enrico, IBM's Lou Gerstner, Intel's Andy Grove, Tricon's David Novak, Cisco's John Chambers, Home Depot's Bob Nardelli, Southwest Airlines' Herb Kelleher, Accenture's Mary Tolan, Genentech's Myrtle Potter and General Wayne Downing's (Ret), former head of the U.S. Special Operations Forces, now Deputy National Security Advisor for Counterterrorism.

This book could not have come at a more opportune time and provides thoughtful, solid and, most importantly actionable answers on how to develop leaders who are critical to the success of the 21<sup>st</sup> century organization. Tichy's choice to highlight Eleanor Josaitis, co-founder of Focus: HOPE and Wayne Downing's Deputy National Security Advisor, as non-business examples of model leadership conveys an important message: the lessons offered in *THE CYCLE OF LEADERSHIP* are just as relevant to social and governmental organizations as they are to big business, and, it can be argued, even more vital in the world we currently find ourselves in.

## Activity 1: Building the Cycle of Leadership

### The Hand You Have Been Dealt

Please read the following excerpt from The Cycle of Leadership by Noel Tichy and Nancy Cardwell, 2002.

Building an organization with the DNA of Virtuous Teaching Cycles at all levels is a never-ending aspiration. The process of creating a Teaching Organization with Virtuous Teaching Cycles starts with an honest assessment of which building blocks your company has in place, how well it is using them, and which need to be created from scratch.

There is no single model or paint-by-numbers formula for building a Teaching Organization. Each will reflect the ideas, values and personalities of the people within them. At the heart of each, however, are certain characteristics:

1. *The teaching organization mind-set:* There is a deeply entrenched mind-set that teaching is a top priority for everyone and the best means of generating knowledge throughout the organization.
2. *The leader learning mind-set:* Great teachers are also great learners. They see each interaction as a potential learning opportunity. They encourage informal idea sharing and do not compartmentalize learning by hierarchy, function or business.
3. *Teaching is built into everyday operations:* Systems, processes, operating mechanisms and cultural values that guide daily action all reinforce teaching and building knowledge.
4. *There is a strong teaching and development infrastructure:* Teaching is built into systematic development opportunities, such as new-hire orientation, town hall exchanges, development programs, Six Sigma training, company recruiting, etc.

### The Teaching Organization Audit

Complete the Teaching Organization Audit on the following pages; an excerpt from The Cycle of Leadership by Noel Tichy and Nancy Cardwell, 2002.

## The Teaching Organization Audit

Use the audit below to see where you stand on the Teaching Organization scale:

### *Teaching Organization Audit*

#### Building Blocks

##### Your Organization

Not at All

Very Strong

1. **Senior Leadership**—Our CEO and senior leaders are passionately committed to teaching.

1	2	3	4	5
---	---	---	---	---

2. **Teaching Infrastructure**—There are organization-wide mechanisms and development programs architected to drive teaching throughout our company.

1	2	3	4	5
---	---	---	---	---

3. **Operating System**—Our operating mechanisms (strategic planning process, budgeting and succession planning) are more focused on creating Virtuous Teaching Cycles than meeting internal bureaucratic needs.

1	2	3	4	5
---	---	---	---	---

##### Your Leadership

4. **TPOV**—I have a clear Teachable Point of View that I actively use to teach and learn from others.

1	2	3	4	5
---	---	---	---	---

5. **Engaging Storyline**—My TPOV is crafted into a compelling, motivating storyline that I use to engage internal and external stakeholders.

1	2	3	4	5
---	---	---	---	---

6. **Priorities**—I define my leadership role as teaching, and I spend a significant portion of my time (i.e., 30% or more) teaching and developing others.

1	2	3	4	5
---	---	---	---	---

## Your Team

7. **Power**—I handle the paradox of power well—requiring people to teach and participate in events to develop our collective TPOV.

1	2	3	4	5
---	---	---	---	---

8. **Local VTCs**—As a team, we engage our people in Virtuous Teaching Cycles that force us to change our thinking and behavior.

1	2	3	4	5
---	---	---	---	---

9. **Teaching Environment**—We foster informality and actively help our people build self-confidence so they can engage and teach us.

1	2	3	4	5
---	---	---	---	---

## Your World

10. **Citizenship**—We have large-scale involvement in the wider community that engages our organizational members in corporate citizenship activities.

1	2	3	4	5
---	---	---	---	---

## Score Yourself

45–50: The essential building blocks are in place—Use them!  
 35–44: Pick some key areas for change.  
 25–34: Great change is needed—start by getting commitment at the top and commit yourself to this change.  
 10–24: Dramatic transformation is required—this is old-way, command-and-control.

## Implications of This Audit

	Specific Actions Required	By When
Your Organization		
Your Leadership		
Your Team		
Your World		

**Activity 2: Assessing Yourself As a Leader/Teacher****The Evolution of the Teaching Organization**

Please read the following excerpt from The Cycle of Leadership by Noel Tichy and Nancy Cardwell, 2002.

Teaching Organizations are the needed response to today's emphasis on knowledge creation. Today, intellectual assets trump physical assets in nearly every industry.

***1. Reliance on Alignment Through Dialogue, not Authority***

Teaching Organizations challenge traditional ideas of authority. Old hierarchical structures assumed that managers were more intelligent and knew more than those at layers below them. Teaching Organizations expect great insights to come from all levels of the organization. Leaders at the top guide the organization by pulling together a coherent firm-wide Teachable Point of View and energizing everyone to win.

***2. Commitment and Contribution by All Employees***

Since everyone in the organization is heard and, more important, expected to teach others, they have direct input into the organization's overall direction. Ultimately, the senior management team must set direction and choose to act on some ideas while ignoring others. However, everyone freely contributes by teaching others.

***3. Level of Knowledge Creation***

The competitive edge of Teaching Organizations is that they generate more knowledge and intellectual capital. They not only value everyone's input, they demand that people put ideas into practice by working with others.

***4. Sharing Best Practices and Knowledge across All Boundaries***

People who create fiefdoms or insulate themselves from new ideas are the bane of Teaching Organizations. Leaders within Teaching Organizations respect the fact that good ideas can come from anywhere. By definition, this means that leaders are simultaneously learning while teaching others.

**Activity 2: Assessing Yourself As a Leader/Teacher *continued*****The Evolution of the Teaching Organization**

Please finish the following exercise (excerpt from The Cycle of Leadership by Noel Tichy and Nancy Cardwell, 2002).

***Yourself as a Leader/Teacher***

Leaders who believe that teaching and learning are the foundations for marketplace success create Teaching Organizations and invest time to develop their own Teachable Point of View. If you are old enough to read this book, you have a point of view on what it takes to be a good teacher. By the time children are in fifth grade they have been exposed to a number of good and bad role models: parents, school teachers, church instructors, Boy or Girl Scout leaders, athletic coaches, etc. In order to develop your own teaching style, consider the qualities of a good teacher based on your own experiences:

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***Opening Up to Learning***

Leader/teachers do not care where good ideas come from. They eagerly listen to new ideas with an open mind, fully expecting that the best insights may come from people outside their industry or below their hierarchical level. They do not let their egos prevent them from absorbing new learning. Regardless of where it comes from, Leader/Teachers will listen and learn.

Consider a time when you were a teacher but had your point of view significantly changed by the person you were teaching:

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## **Activity 2: Assessing Yourself As a Leader/Teacher *continued***

### **The Evolution of the Teaching Organization**

Please read the following excerpt from The Cycle of Leadership by Noel Tichy and Nancy Cardwell, 2002. Discuss with a partner the “punch in the nose” Virtuous Teaching Cycle.

#### ***The New DNA of Winning: A Virtuous Teaching Cycle***

For fifteen years, Jack Welch drove the GE transformation from his teachable point of view that every business in GE needed to dominate its market. “No. 1, No. 2, fix, close or sell,” was the mantra by which every GE executive lived or died. Then, in 1995, a group of middle managers in a class at GE’s Crotonville leadership development institute sent Welch a startling message. The No. 1 or No. 2 vision, they told him, was stifling growth. Instead of scrambling to grow, leaders in GE were gaming it. GE was missing opportunities because its business leaders were defining their markets too narrowly so that they could be No. 1 or No. 2.

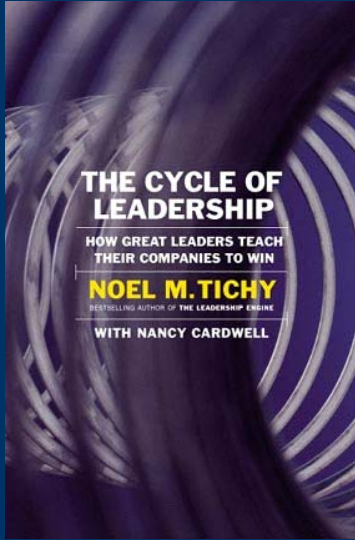
Welch’s response to this “punch in the nose,” as he described it, was to revise his thinking. In not very long, he came out with a new declaration: Define your business in such a way that you have less than 10% market share. Then direct your creativity and energy to finding new ways to attract customers. This change in outlook, according to Welch, was a major contributor to GE’s double-digit rates of revenue growth in the latter half of the 1990s.

This story illustrates what I call a “Virtuous Teaching Cycle” at work. In the process of teaching, the teacher, Welch, learned something valuable from the students which made him smarter and prompted him to go out and teach a new idea. Such interaction are an essential reason GE has been so successful over the past two decades and why it is likely to remain one of the world’s most valuable companies for some time to come.

**During This Program**

- Participate!
- Submit questions to be addressed by Noel Tichy during the question-and-answer session. Dr. Tichy will respond to questions in the latter third of the program. To submit questions, either complete the fax form found on page 28, submit an e-mail, or call in when prompted during the program.
- Use the following Participant Materials as an additional resource to Mr. Tichy's presentation. Make notes on the presentation in the space provided.





**Redefining Leaders  
for the 21<sup>st</sup> Century**

*presented by*  
**Professor Noel M. Tichy**  
**The University of Michigan**

**Linkage**

**June 11, 2003**  
**Via Satellite, Videoconference  
and the Web**

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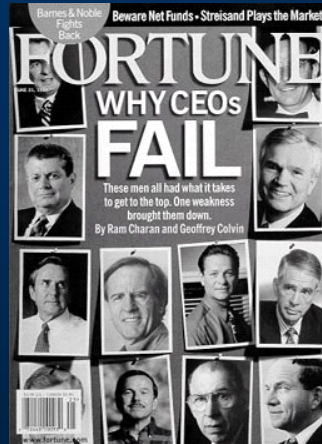
## GOALS FOR THE SESSION

- Leadership Mirror Test
- Developing a Teachable Point of View<sup>TM</sup>
- Return on Time

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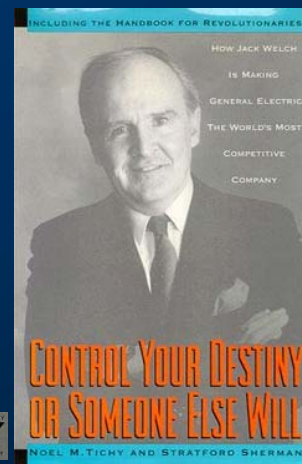
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## *Fortune* “Failures...”



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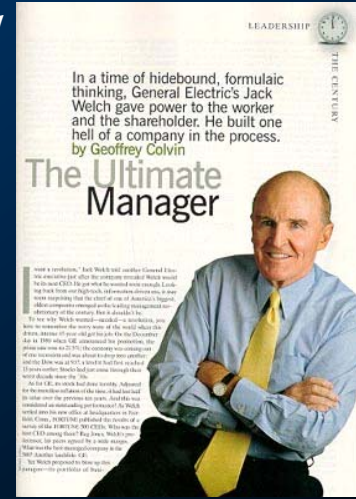


- Jack Welch is the greatest CEO GE has ever had.
- Jack Welch is an asshole.

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## Fortune Selects GE's Jack Welch Manager of the Century



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## GE Growth Scorecard: Market Value of Companies

1972		1982		1992		1994	
IBM	\$46.8	IBM	\$57.0	Exxon	\$75.8	General Electric	\$93.4
AT&T	29.2	AT&T	52.2	General Electric	73.9	AT&T	81.0
Eastman Kodak	23.9	Exxon	25.7	Wal-Mart	73.5	Exxon	79.3
General Motors	23.2	General Electric	21.6	Royal Dutch/Shell	71.8	Coca-Cola	70.2
Exxon	19.6	General Motors	19.0	Nippon Tel. & Tel.	71.4		
Sears Roebuck	18.2	Royal Dutch/Shell	16.9	Philip Morris	69.3		
General Electric	13.3	Eastman Kodak	14.2	AT&T	68.0		
Xerox	11.8			Coca-Cola	55.7		
Texaco	10.2			Mitsubishi Bank	53.5		
Minn. Mining & Mfg.	9.7			Merck	50.3		
2000		2001		2002		2003	
General Electric	\$541.9	General Electric	\$380.2	Microsoft	\$311.3	General Electric	\$290.8*
Cisco Systems	401.4	Microsoft	371.5	General Electric	264.5	Microsoft	275.7*
Microsoft	383.2	Exxon	256.3	Wal-Mart	240.2	Pfizer	247.1*
Intel	309.7	Pfizer	253.5	Exxon	233.5	Wal-Mart	245.3*
				Pfizer	198.5	Exxon	237.4*

\*As Of 5/1/03

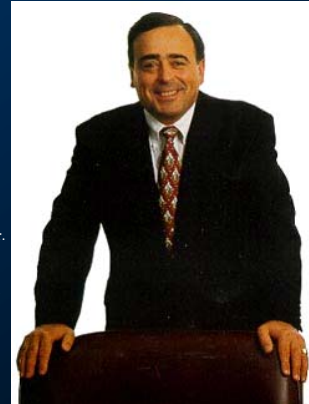
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(NOTE: figures shown are billions)

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## CAN YOU DEVELOP LEADERS?

- **Do you have a teachable point of view<sup>tm</sup>?**  
You must have a personalized, teachable view on (a) leadership, (b) growing the business, and (c) creating change.
- **Will you spend the time?**  
You must be prepared to commit one-half to one-third of your time to the development program.
- **Are you a vulnerable role model and coach?**  
You should be a learner open to new ideas and feedback, and a coach who can admit mistakes.
- **Can you create a learning program with real business projects?**  
You need to put people at risk working on business projects that matter.
- **Can you blend the soft and the hard?**  
You have to deal simultaneously with people and hard business issues.
- **Can you energize others as they learn?**  
You must create an emotionally engaging process that encourages participants to take risks and learn from their experiences.

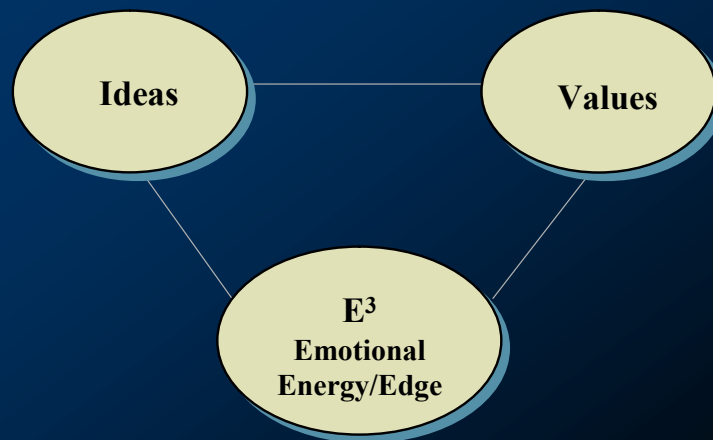


Roger Enrico  
CEO, PepsiCo

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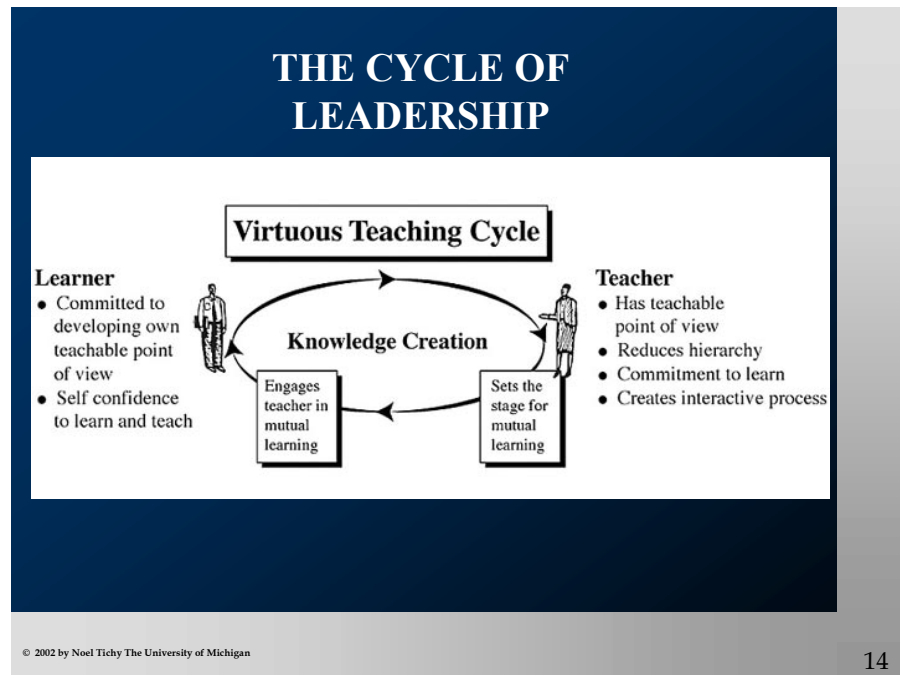
12

## THE LEADERSHIP ENGINE: A Teachable Point of View<sup>TM</sup>



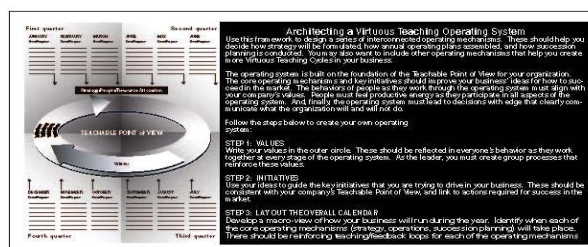
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## YOUR OPERATING SYSTEM



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## TYING IT ALL TOGETHER -- WRITING YOUR LEADERSHIP STORY

- WINNING LEADERS PORTRAY THE FUTURE AS AN UNFOLDING DRAMA
  - They tell stories that engage followers emotionally and rationally
  - The stories weave together ideas, values, and modes of behavior
- WINNERS' STORIES CREATE SCENARIOS FOR SUCCESS
  - They build the case for organizational change
  - They describe a winning future
- LEADERS' STORIES ARE DYNAMIC AND MOTIVATING
  - They cast workers as protagonists who make the change happen
  - They guide participants to identify their own roles

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# Can you pass the Father Cunningham Test?

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[illegible]



## Post-Broadcast Activities

Complete and submit the participant evaluation form found at: [http://www.linkageinc.com/training/satellites/satellite\\_evals.shtml](http://www.linkageinc.com/training/satellites/satellite_evals.shtml) or at the end of your participant materials.

If you are interested in completing the post broadcast activities you may contact your facilitator to provide you with the excerpts from The Cycle of Leadership Handbook to support your work (Supplemental handouts have been made available in the Facilitator Materials appendix).

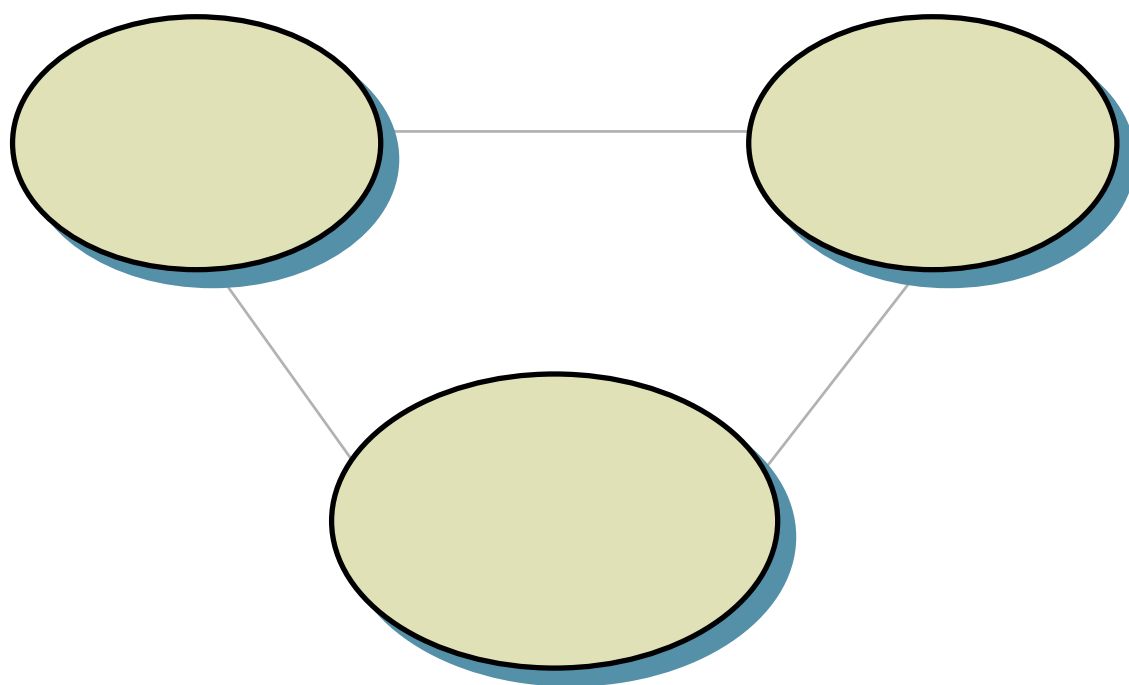
### Activity (Optional): Crafting Your Teachable Point of View and a Compelling Leadership Story

#### Step 1: Your Teachable Point of View

Use the diagram below to complete your Teachable Point of View. You may refer back to pages 6 –7 (introduction) to complete this exercise.

### THE LEADERSHIP ENGINE: <sup>TM</sup>

#### A Teachable Point of View <sup>TM</sup>



**Step 2: Crafting a Compelling Leadership Story****Individual Work** (Time 10 minutes)

Draft your storyline and make sure your TPOV comes alive. This is your motivating (I Have a Dream) story for your stakeholders. Draft all three stories.

Who Am I story:

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---

---

Who Are We story:

---

---

---

---

Where Are We Going story:

---

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## **SECTION 2**

### **Forms**

**Question Sheet**

Use this form to write your question for Noel Tichy or for discussion among your colleagues. Please write clearly.

**Name (optional):**

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**Organization:**

---

**Location:**

---

**Your question (25 words or fewer):**

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Fax 1-877-892-0170 (from within U.S.)  
Fax 646-349-3661 (from outside U.S.)

Email **leadership2003@linkage-inc.com**

Tel 1-800-489-8814 (from within U.S.)  
Tel 801-303-7412 (from outside U.S.)

# LINKAGE MANAGEMENT & LEADERSHIP EVALUATION FORM

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-402-5556.

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

ORGANIZATION \_\_\_\_\_

**Please indicate functional area (only circle one):**

Finance   Human Resources/Organizational Development   Manufacturing/Operations   Marketing   R&D   Sales

Other (specify) \_\_\_\_\_

**How many people do you have reporting to you (include all levels)?** Number: \_\_\_\_\_

**Please indicate your job level (only circle one):**

☐ President or Officer   ☐ Vice President   ☐ Director   ☐ Manager/Supervisor   ☐ Individual Contributor

---

**1) Please indicate a rating for each of the statements below by checking the appropriate box.**

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant material were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2) Please give a general overall comment about the program.** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**3) Any suggestions on what we can do to improve?** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**3) Can we use any of these comments for promotional purposes (including name and organization)?**   YES   NO

**4) On a scale of 1-10 (10 = Outstanding), how would you rate this satellite broadcast session?** Rating: \_\_\_\_\_

**5) Which speakers are you most interested in seeing at the next Linkage Satellite (Distance Learning) Learning Series?**  
(Please rate your top five, "1" being most interested)

___ Peter Senge	___ Michael Dell	___ Ken Blanchard
___ Warren Bennis	___ Larry Bossidy	___ Deborah Tannen
___ Maya Angelou	___ Steve Jobs	___ Stephen Covey
___ Margaret Wheatley	___ Michael Porter	___ Tom Peters
___ Francis Hesselbein	___ Phillip Knight	___ John Scully
___ Michael Hammer	___ Noel Tichy	___ Louis Gerstner
___ Gary Hamel	___ James Champy	___ Rosabeth Moss Kanter
___ Other _____		

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-402-5556.